

# Maricopa County Head Start Zero-Five Program

## Annual Report 2014





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### **Vision**

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*All Maricopa County residents will have equal access to opportunities to improve their lives*

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### **Mission**

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*To provide and coordinate essential support and social services to vulnerable populations to enhance economic, educational, and social opportunities and strengthen communities*

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### **Core Values**

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*Respect, Commitment, Accountable, Collaborations, Continuous Improvement*

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### **Maricopa County Head Start Vision**

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*Healthy, Educated Children in Supportive Families*

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Maricopa County Human Services Department  
234 N. Central Ave., 3<sup>rd</sup> Floor  
Phoenix, AZ 85004  
602-262-4040

Bruce Liggett, Director

Maricopa County Head Start Zero-Five Program  
2150 S. Country Club, Ste. 7  
Mesa, AZ 85210  
480-464-9669

Alecia Jackson, Assistant Director

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## Board of Supervisors

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Denny Barney, Chairman District 1  
Steve Chucri, District 2  
Andrew Kunasek, District 3  
Clint L. Hickman, District 4  
Mary Rose Wilcox, District 5

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## Policy Council

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Beverly Zuniga, Chair and Parent  
Stacey Mejia, Vice-Chair and Parent  
Hermelinda Amaya, Secretary/ Former Parent  
Pamela Matthews, Treasurer and Parent  
Chul Park, Parent  
Mayra Alonso, Parent  
Nancy Corrales, Parent  
Gloria Perez, Parent  
Gladiola Baez, Parent  
Christy Cluff, Parent

Christina Vella, Parent  
Margarita Contreras,  
Dora Hernandez, Parent  
Angelica Garcia, Parent  
Irene Djakou, Delegate Policy Committee  
Katie Kahle, Community Representative  
Conrad Lindo, Community Representative  
Debbie Smith, Community Representative  
Valerie Trujillo, Community Representative  
Monica Perez, Board of Supervisors Liaison

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## Senior Management Team

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Alecia Jackson, Child Development and Health Manager, Director  
Nancy Kessay, Family and Community Partnership Manager  
Benny Chalunkal, Quality Assurance Coordinator  
Donald Bower, Management and Governance Coordinator  
Michelle McClintock, Administrative Operations Supervisor  
Robert Herne, Sr. Grants Accountant  
Don Tellis, Human Resources Analyst  
Nadine Torres, Administrative Supervisor





## DIRECTOR'S MESSAGE

On behalf of the Maricopa County Head Start Zero to Five Program, I am pleased to share our program highlights from the past year. Since becoming the Early Education Division Director in May, 2014, I have continued to be impressed with the high quality teaching and learning I have observed in classrooms and the commitment of staff to working with parents and community members to make a difference in the lives of the children we serve.

Our staff are dedicated to their profession and improving their practice. Our Leadership Team has continued to monitor and review our systems. Each content area manager has contributed a section to this Annual Report to help tell the story of who we are and what we do. Reductions in federal funding and the impact of sequestration cuts required deep reflection and innovative thinking in order for us to continue to provide high quality early education and comprehensive family services. Our teachers, managers, family support specialists, home base visitors, and program supervisors have gone above and beyond to maintain quality programming for children under difficult circumstances. For all that they did, and continue to do, we thank them.

Bruce Liggett, Executive Director of Maricopa County Human Services Department was hired in 2013 after more than two decades of growing and developing our early education and family development programs in the state of Arizona. We are thankful for his leadership and experience that will continue to help us grow and expand the high quality early care and education services and supports that we have successfully provided for the past 48 years.

I look forward to the opportunity to enhance and build upon the quality programming we already offer, to continue to strengthen community collaborations, and to uphold Maricopa County Head Start Zero to Five's commitment to preparing children for lifelong success.

Sincerely,  
Alecia Jackson



## SERVICE AREA

In PY 2014, the Maricopa County Head Start Zero-Five Program served the following areas:

### **East Valley School Districts Served:**

- Chandler
- Fountain Hills
- Gilbert
- Higley
- Kyrene
- Mesa
- Queen Creek
- Scottsdale
- Tempe

### **West Valley School Districts Served:**

- Aguila
- Avondale
- Buckeye
- Dysart
- Glendale
- Littleton
- Palo Verde
- Peoria
- Saddle Mountain
- Tolleson
- Union
- Wickenburg

## PROGRAM ELIGIBILITY

- Must live in Maricopa County, outside of the City of Phoenix
- Head Start—must be 3 years of age by August 31
- Early Head Start—must be prenatal to 36 months
- Family income must be at or below the federal poverty level, based on family size (families with incomes up to 250 percent of the federal poverty level may be enrolled if there are no income eligible children waiting to be served)
- Children in Foster care or Families experiencing Homelessness, and/or Receiving Federal Financial assistance are also considered eligible

*PY 2014 Maricopa County  
Head Start Zero-Five Program  
At a Glance:*

**Funded Enrollment:**  
**2,357**

**Total number of Children  
Served: 2,847**

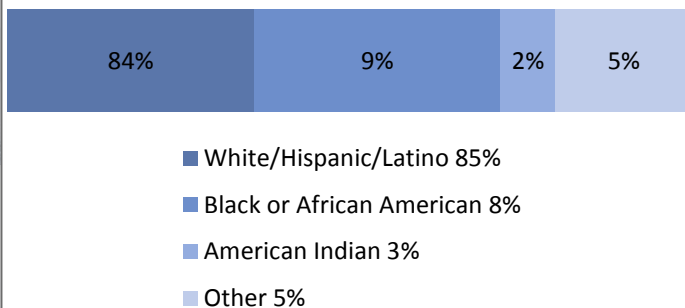
22% of Head Start and 38% of Early  
Head Start Children were enrolled  
for more than one year



## ENROLLMENT STATISTICS

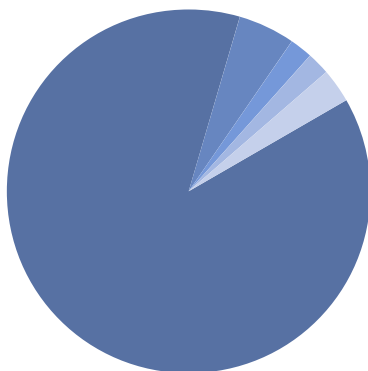
The Head Start Program served 2847 children during the 2013-2014 Program Year. Approximately 76% of children served were primarily identified as of Hispanic/Latino origin.

### CHILDREN BY ETHNICITY/RACE



### ELIGIBILITY BY TYPE

- Income Eligible 87%
- Public Assistance 5%
- Foster Child 2%
- Homeless 2%
- Over Income 4%

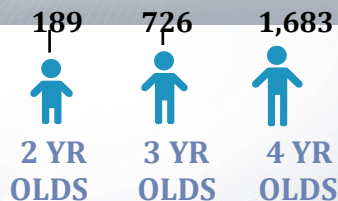


### FUNDED ENROLLMENT

2,557

CUMULATIVE  
ENROLLMENT

2,847



TOTAL FAMILIES  
SERVED

2,653

100% AVERAGE  
MONTHLY  
ENROLLMENT

### PERCENTAGE OF ENROLLED CHILDREN...



11%

WITH A  
DISABILITY



97%

RECEIVED  
DENTAL EXAMS



91%

RECEIVED PHYSICAL  
EXAMS



## DEMOGRAPHICS OF FAMILIES SERVED

Families served were primarily two parent households headed by a parent with less than a high school education. Approximately 30% of families served reported no income.

### PARENT'S LEVEL OF EDUCATION



**Advanced Degree**  
5%



**High School Degree/GED**  
38%



**Associates/Some College**  
26%



**Less than High School Degree**  
32%

### FAMILY TYPE

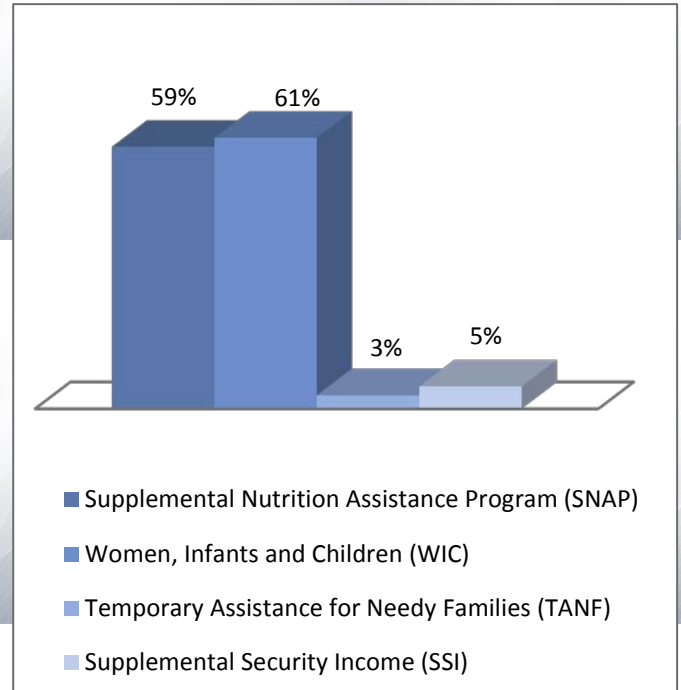
**Single Parent**  
40%



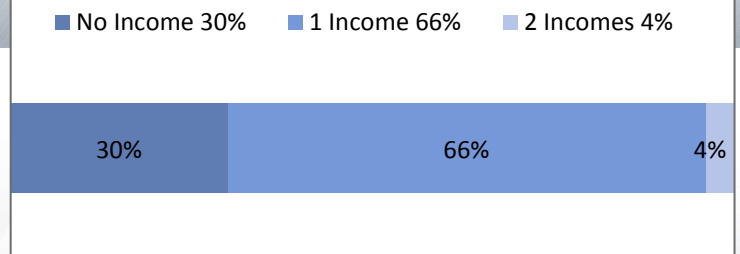
**Two Parent**  
60%



### PERCENT OF FAMILIES RECEIVING FEDERAL ASSISTANCE BY TYPE



### EMPLOYMENT

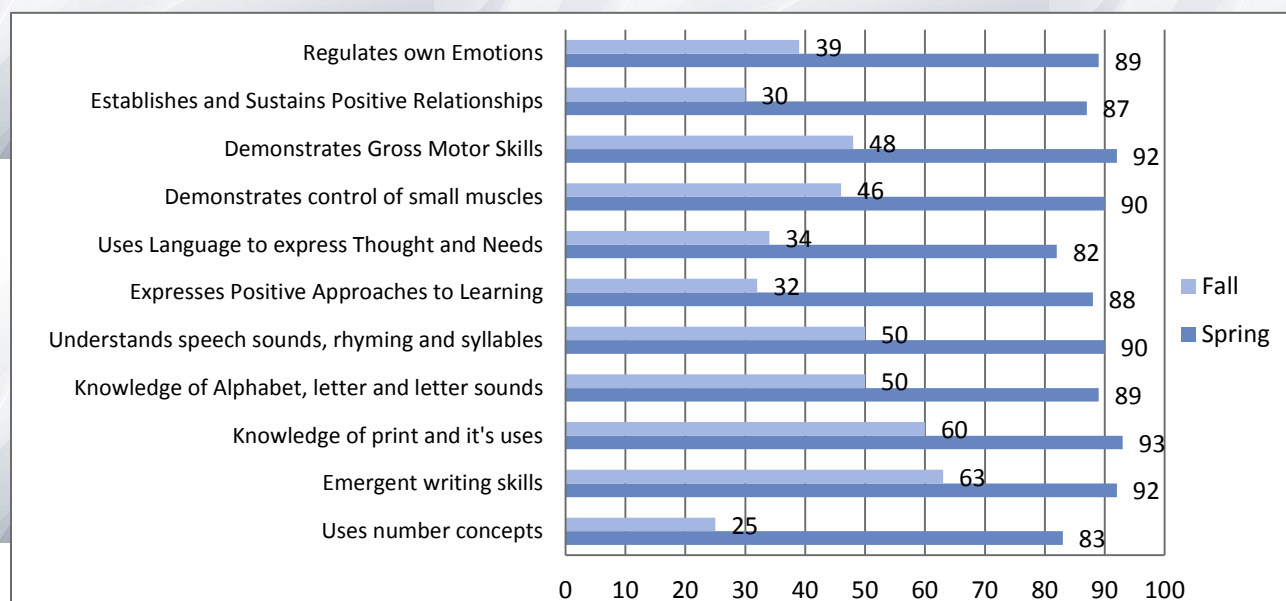


## CHILD DEVELOPMENT AND EDUCATION

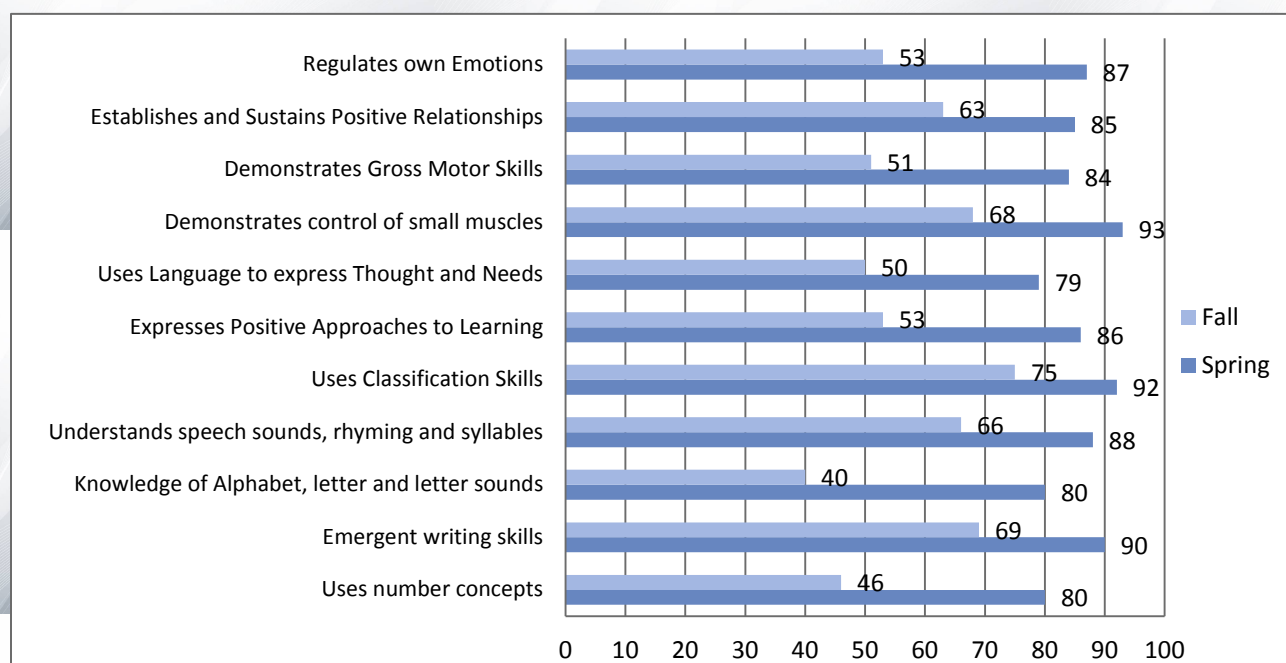
### **School Readiness Goals 2013 – 2014**

Maricopa County Head Start views School Readiness as a journey for families and children, beginning even before they are born and continuing throughout the time children are in Head Start preschool. The program is committed to providing a comprehensive program from prenatal through age 5 to ensure that children and families are ready for school through regularly reviewing child progress toward school readiness goals and used the analysis of progress to inform the program of practices that were successfully moving children towards success.

#### **Percentage of Four-year-olds who met or exceeded School Readiness Goals**



#### **Percentage of Three-year-olds who met or exceeded School Readiness Goals**





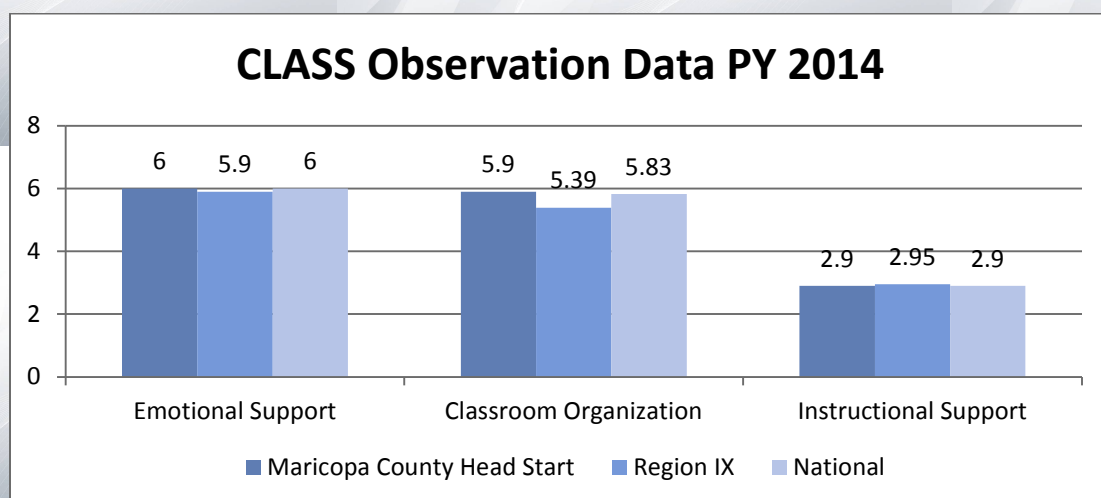
## Teacher Qualifications

Percentage of <b>Preschool Teachers</b> that have a <b>BA degree</b> or higher in ECE/related field	52%
Percentage of <b>Preschool Teachers</b> that have a <b>AA degree</b> in ECE/related field	47%
Percentage of <b>Preschool Assistant Teachers</b> that have a <b>Child Development Associate (CDA) Credential or Degree</b>	61%
Percentage of <b>Preschool Assistant Teachers</b> that are enrolled in a degree seeking program	39%
Percentage of <b>Infant/Toddler Teachers</b> that have a <b>BA or AA degree</b> in ECE/related field	96%
Percentage of <b>Infant/Toddler Teachers</b> that have a <b>Child Development Associate (CDA) Credential</b>	3%

## Classroom Observation Data

As a part of the 2014 Federal Monitoring Activities, The quality of teacher and child interactions were observed and assessed using the Classroom Assessment Scoring System (CLASS) observation instrument used during on-site reviews of all Head Start grantees nationally. The tool has 10 dimensions of teacher-child interactions rated on a seven-point scale, from low to high. The dimensions are organized into three domains: Emotional Support, Classroom Organization, and Instructional Support.

- **Emotional Support** assesses the degree to which teachers establish and promote a positive climate in their classroom through their everyday interactions.
- **Classroom Organization** assesses classroom routines and procedures related to the organization and management of children's behavior, time, and attention in the classroom.
- **Instructional Support** assesses the ways in which teachers implement the curriculum to effectively promote cognitive and language development.



### **Serving Children with Disabilities:**

Our program was able to serve 268 Head Start and 60 Early Head Start children with disabilities as identified by established state criteria for a total of 14% of the total enrollment. In addition, 86 of these children received their early intervention or special education services in their Head Start or Early Head Start classrooms due to collaborative agreements with agencies and local school districts. We are particularly proud to report that 41 children or 26% of the children we served in Head Start met all of their Individual Education Program Plan goals/objectives and were determined to be at age and developmental level and no longer eligible for services during the year. While 55% of those dismissed from services had a diagnosis of Speech/Language Impairment, we are very proud of the fact that the remaining 45% of those dismissed from services had a diagnosis of Developmental Delay or Preschool Severe Delay.

### **Mental Health Support to Children, Families, and Staff:**

In the East Valley our licensed Mental Health Consultant was able to provide direct or supervised services to 45 HS and 25 EHS children and their families. These figures include consultations with 60 families and 80 staff consultations regarding these children. In addition, our Mental Health Consultant, Mental Health Associate and Mentor Teachers were able to provide classroom management/positive behavior support to many classrooms for children and parents so that positive changes were made early and referrals for Mental Health services were not needed. Because of our ability to provide consultation, support and plans as soon as concerns were identified, we only needed to make outside mental health referrals for 23 children in our program.

Our West Valley licensed Mental Health Consultant and Mental Health Coordinator were able to provide direct or supervised services to 15 HS and 3 EHS children and their families. These figures include consultations with 15 families and 18 staff consultations regarding these children. No children from the West Valley programs were referred for outside mental health services during the program year.





## HEALTH OUTCOMES

Children need to be healthy in order to be able to learn. The program works with medical and dental professionals as well as parents of enrolled children to ensure that children receive the medical and dental care they need. We help parents to understand the importance of health care, including the importance of good nutrition, rest, and exercise. The Program helps families to establish medical and dental “homes” for their children by identifying medical and dental care providers in their community who can establish an ongoing relationship, and who will provide culturally relevant, timely, professional, and affordable health care.

### **Sensory Screenings**

The East Side programs screened over 1356 children for visual acuity. From this the program referred 179 children for a formal vision evaluation. More than 120 children received a formal vision evaluation. From those 120 children, 90 children were identified as having a vision diagnosis to include myopia, hyperopia and amblyopia and astigmatism. Of those 90 identified, 88 children (97.7%) received glasses.

The West Side programs screened over 1200 children for both visual and hearing acuity. Of the children screened 30 children were referred for follow up and further evaluation for either hearing or vision. Out of the 30 children 23 were identified by a professional as having vision impairment and 21 children obtained eyeglasses, (the program assisted 3 children through a voucher program/partner with free eyeglasses) and 2 children were identified as needing an adaptor/hearing device due to hearing loss in one or both ears. One child was assisted through the Ear Foundation to obtain further follow up and the hearing device, which is through program collaborations and partnerships.

HEALTH INDICATOR	% HEAD START	% EARLY HEAD START
Children Up-To-Date for EPSDT (Physicals OR Well-Child)	91%	91.5%
Children with Medical Home	100%	101%
Children with Dental Home	99.5%	100%
Children Who Received Dental Exam	97%	N/A

### **Empowerment/Empowerment Plus**

Empowerment Plus is a program through the Arizona Department of Health Services. Center of Disease and operated through Nemours. Gives a 50% break on licensing fees if a child care center participate. The purpose of the training provided is to support healthier environments for children, their families and staff through: 1. Increasing daily physical activity, 2. Reducing screen time, 3. Increasing fruit and vegetable consumption, 4. Providing nutrition and breastfeeding support, 5. Engaging families as partners. Maricopa had 16 staff that participated. Catholic Charities had 52 sites participate in this program.



## PARENT, FAMILY AND COMMUNITY ENGAGEMENT

Maricopa Zero-Five Head Start program involves all parents at all levels, including program planning, policy development, program governance and education. Parents are engaged from intake by completing the Family Engagement Contract with staff so that the relationship building process can begin. Tools such as the Family Development Matrix, Parent Interest Survey and Family Partnership Agreement help determine how to support parents as the first educator and health advocate for their children.

### *Parent Volunteers:*

**335,961 hours**

Totaling

**\$5,642,330**

in non-federal share

In 2014, the program continued to be strong in generating parent and other volunteer hours. In total the program benefitted from 3,700 volunteers; 3,384 who were parents and former parents in the program. Parent volunteer hours totaled 335,961.93 hours at a value of \$5,642,330.88 in non-financial support and with the addition of volunteers from the community, the total volunteer time reached 342,604.73 hours, and \$7,188,309.33 in non-financial support.

### **Parent Education and Engagement Activities**

#### CPR and First Aid Training

The Program offered CPR and First Aid Training to 65 parents. This included 5 teenage pregnant women that lived in a group home. Parents were given a certification card at the end of the class which is certified them for 2 years. Classes were offered in English and Spanish.

#### Health Literacy Training

Maricopa County Head Start was committed to be part of the Office of Head Start (OHS) National Resource of Health & UCLA program known as Health Care Institute. This program involves training parents on how to take care of their sick child. This past year the program was able to train 66 parents of 63 enrolled children from November 2013 thru January 2014. Ten classes were offered in English and Spanish, parents from 17 program locations included Head Start and Early Head Start, 5 teenage pregnant women attended the classes. From those classes, we reported to UCLA our data to include that 202 children enrolled that parent attended the class, parent provided care at home. Sixteen children were provided care by primary care provider, 4 were provided care at an Urgent Care Center and 3 children received treatment at an Emergency Room. We will continue to train parents with the Health Literacy and measure outcomes in upcoming years.

#### Cooking Matters

This is the third year the program has participated in this grant funded program. The program reached around 100 families with the tours. A Registered Dietician provided Cooking Classes to our parents thru a similar grant. Parents were given a tour of the grocery store, pointing out how to read food labels, ingredient labels, unit prices, finding whole grains, and the difference between fresh/frozen/canned veggies and fruits. The grant award included 6 weeks of weekly cooking classes provided by our Registered Dietician that were provided in English and Spanish. The Dietician was able to provide classes

in the East Valley program to 15 English speaking and 25 Spanish speaking parents. At the end, families receive a \$10 gift card to purchase a food item from each food group using what they have learned during the tour. 50 families in the West Valley program also participated from 6 different communities and families from diverse backgrounds and languages.

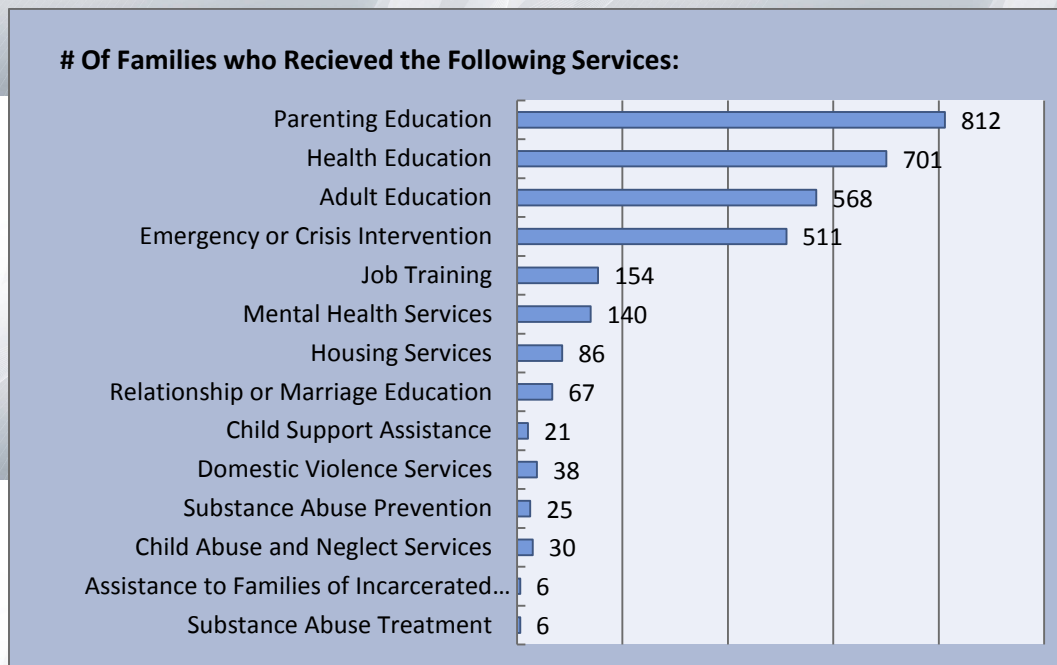
### Parent Liaison Meetings

The Parent Liaison is an elected position in the Head Start Zero-Five Program. The Parent Liaison's role is to assist staff in educating parents on Health, Education, Volunteer, Family Engagement and Nutrition topics and to encourage parent involvement in the program. This is also a professional development opportunity for parents. At the end of the program year, the Parent Liaison receives a certificate of completion. Parents at the first meeting have the opportunity to select date and time for trainings and the topics that they are interested in having presented. A food experience and a physical activity were included at each training.

### **Families Services Referrals**

The program made use of a scaled Family Development Matrix designed to assess both the strengths and needs of enrolled families. The matrix was completed two times during the year to measure growth in 18 specific domains related to improving community connectedness and economic self-sufficiency.

In program year 2014, 1,621 of 2,653 families (61%) received at least one family service. Many families received more than one service referral.





## REVENUES AND EXPENDITURES

### **Revenues**

The program received \$21,253,339 in funding from the Office of Head Start to serve 2,079 children in Head Start and 278 children in Early Head Start in the east and west service area of Maricopa County.

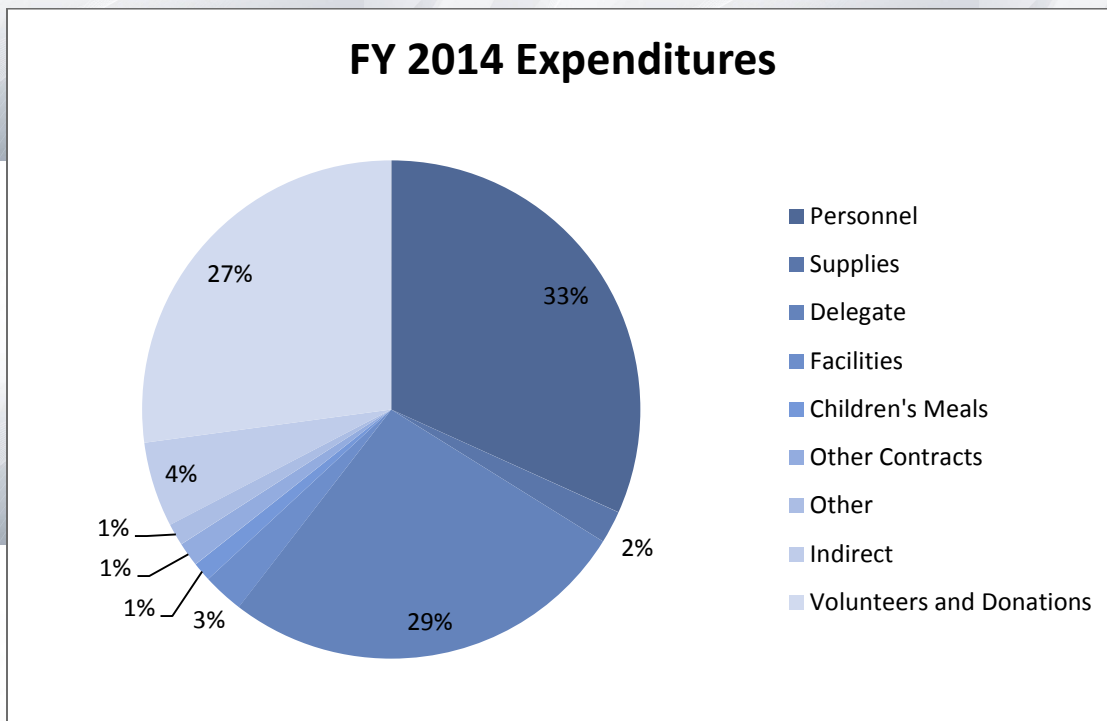
The program's non-federal share (in-kind match) requirement was \$5,313,335. The program fully met and exceeded its non-federal share requirements.

In 2014, the program continued to be strong in generating parent and other volunteer hours. In total the program benefitted from 3,700 volunteers; 3,384 who were parents and former parents in the program. Parent volunteer hours totaled 335,961.93 hours for \$5,642,330.88 in non-financial support and with the addition of volunteers from the community total volunteer time reached 342,604.73 hours. The program generated \$7,188,309 in NFS; exceeding the program's match requirement by \$1,874,974.

FY 2014 Revenue		
Funding Source	Funding	Percent of Budget
Federal Head Start/ Early Head Start	\$21,253,339	79%
Federal CACFP Meal Reimbursement	\$278,000	1%
Non-Federal Share Match	\$5,313,335	20%
Total	\$26,844,674	100%



## Expenditures



## Source of Funding

The MCHS program is funded 100% by Federal Grants awarded by the Department of Health and Human Services, Administration for Children and Families, Office of Head Start directly to Maricopa County Human Services Department. There are no public or private funds included.

## Audits

### 2013 Single Source Audit

An annual financial audit of Maricopa County is completed by the Arizona Auditor General's Office. These audits include the Head Start grant and comply with the requirements of the Single Audit Act and OMB Circular A133. The most recent completed audit is for FY 2013. This audit identified 3 findings or recommendations for the Head Start Program.

## FEDERAL MONITORING

The program participated in a triennial monitoring in February. The monitoring team from the Office of Head Start (OHS) gathered data during a four day on-site visit. The monitoring protocol measures seven (7) areas of grantee performance and contains key indicators that are used to assess each grantee. Data gathered about grantees during monitoring reviews is used by the Office of Head Start to evaluate multiple levels of performance, including determining program strengths, concerns, noncompliance's, and deficiencies in implementing program Performance Standards, the Head Start Act, and fiscal regulations in the following content areas:

1) Program Governance

2) Management Systems

3) Fiscal Integrity

4) Eligibility, Recruitment, Selection,  
Enrollment, and Attendance

5) Child Health and Safety

6) Family and Community Engagement

7) Child Development and Education

The review team conducted interviews, reviewed program document, completed observations and reviewed child and staff files to inform OHS who made a determination of the program's compliance to Federal regulations.

#### **Required Corrective Action**

During the triennial monitoring the Program was found to be compliant on all but one regulation. OHS determined that the Program had been deficient in complying with a regulation pertaining to staff standards of conduct. The Program responded, as required, and successfully developed and implemented a corrective action plan. The program received training and technical assistance from OHS to clear the deficiency.